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FRIDAY



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STRATEGIC COMMUNICATION



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Timeline

- Before: Pockets of excellence or a block to check
- Got serious with communication in the vision
- Reno workshop, April 2001
- Now in Business Process manual



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Integrating Communications into Project Management Plans

The 5-Step Process



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THE TEAM

- **Mostly PMs**
- **Several other SMEs**
- **Hand-picked**
- **Skeptical at first**
- **Great results!**

“We’re already having public meetings. Isn’t that enough?”

“What is this really going to accomplish?”

We won’t have time for this...”



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Integrating Communications into Project Management Plans

The 5-Step Process



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STEP 1 -- AUDIENCE

- **PDT needs to ask:**
 - Who is affected by this project
 - Who affects the project? How? Why?
- **To identify stakeholders, consider:**
 - Geography
 - Economics
 - Quality of Life
 - Political sensitivity
- **Document key information for PDT access**



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STEP 2 - IDENTIFY ISSUES

- **What are the problems, concerns, issues?**
 - **Technical**
 - **Institutional**
 - **Political (Tribal, Federal, State, Local)**
 - **Environmental**
 - **Cultural**
 - **Other**
- **How do these affect the project?**



STEP 3 -- RESEARCH

- **Listen to better understand expectations, problems, concerns, issues**
 - **Talk with local sponsors, customers**
 - **Talk with interest groups**
 - **Review existing documents**
 - **Conducts survey or focus groups**



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STEP 4 -- COMMUNICATE

- **Design communication strategy for each interested party and link to project milestones**
 - **Determine key messages for each step**
 - **Timely, clear, honest, sensitive, relevant, open, consistent**
 - **It's OK for a message to draw feedback, as in "Tell us what you think about this plan..."**



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STEP 4 - COMMUNICATE -

Continued

- **Get help**
 - **Toolbox PAOs are there to help. Involve them early.**
- **Get stakeholder feedback and use it**



STEP 5 - EVALUATE

- **Define success: Did the communication strategy...**
 - Allow us to define the playing field?
 - Allow us to frame the issues?
 - Bind us to our partners?
- **Was the majority of the dialog fact-based rather than emotional?**



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5 STEPS TO EFFECTIVE INTERVIEWS WITH THE MEDIA



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OBJECTIVE

- **Help you become a better communicator**
- **Help you tell the USACE story**
- **Raise your comfort level**



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PHILOSOPHY - WHY INTERVIEW

- **Public's right to know**
- **Understanding = Support**
- **Opportunity to deliver message**
- **Opportunity to set the record straight**



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HOW TO APPROACH INTERVIEWS

- **Business deal - Mutual gain**
- **Prepare**
- **Negotiate**



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EFFECTIVE INTERVIEWS

- 1. Get the details**
- 2. Get the questions**
- 3. Develop messages**
- 4. Do the interview**
- 5. Evaluate, improve & inform command**



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1. GET THE DETAILS

- **Name, publication, station, organization**
- **Ground rules**
- **Deadline**
- **Topic & angle**
- **Ask yourself - Am I the right person?**
- **Air Date**
- **Coordinate**



2. QUESTIONS & ANGLE

- **What are the reporter's questions?**
- **From what viewpoint are the questions posed?**
- **What is the objective?**



WII - FM

- **Every audience is tuned into one station – WII – FM. The call letters for “What’s In It For Me?”**
- **Media needs: facts, figures, quotes, plain English and access**



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DEVELOP MESSAGES

- **Get your team together**
- **What's the issue?**
- **Prepare the 5 best and worst questions**
- **What are the 15 most important words you can tell the audience?**
- **What are logical follow on questions?**



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DEVELOP MESSAGES

- **First Questions:**
 - What outcome do you want?
 - Who is the audience?
- **Develop the message using:**
 - Logic
 - Word choice
 - Message
 - Legal Issues



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MESSAGES

- **Army based – America's Army**
 - **Army Transformation**
 - **Homeland Security**
- **Corps Vision-based**
 - **People**
 - **Process**
 - **Communication**



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4. DO THE INTERVIEW

- **Get back to the reporter**
- **What you like like vs. what you say**
- **Ready with messages - key phrases**
- **Listen to the questions**
- **Respond in terms of people - not programs or statistics**
- **Tape the interview - audio or video**



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MAGIC WORDS - BOWING OUT

- I'm not prepared to talk about that issue today. Let's schedule...
- The answer to that would be pure speculation. <<<STOP>>>
- My personal opinion isn't important, what's important is...



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MAGIC WORDS - BRIDGING

- **...just as important is ...**
- **Another important point ...**
- **We may be overlooking the facts ...**
- **I don't know about that, but what I do know ...**
- **No, let me explain ...**



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MAGIC WORDS - FLAGGING

- **Don't lose sight of the fact ...**
- **The most important thing is ...**
- **(I think) It boils down to ...**
- **Focus on this one point,
because ...**
- **Let me correct something you
said ...**



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IN FRONT OF THE CAMERA

- **Objective: Deliver your message**
- **Objective: Tell the truth**
- **Variety of formats**
- **Pick out strong points**
- **Television interview techniques good for all media interviews, press conferences, public meetings**



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TALK SHOW FORMAT

- **Answers short - messages simple**
- **Speak in English**
- **Be aware of body language**
- **Talk with the interviewer**
- **Always take a PAO with you**
- **Watch the show**



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STAND UP

- **Sound bite answers**
- **Give your message**
- **Speak in English**
- **Talk with the interviewer**



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REMOTE

- **Unusual situation**
- **No reporter**
- **Talk to the camera**



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AFTER ACTION

- **Provide promised material**
- **Develop any new messages**
- **Inform appropriate people**
- **Accept a balanced story**
- **Set the record straight if appropriate**



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EVALUATION

- **How did you look?**
- **How did you sound?**
- **What did you say?**
- **What message received/used?**
- **What was your overall impact?**
- **Will your mother be proud of you?**



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ADVANCE PLANNING

- **Get your PAO on the team**
- **Philosophy: Maximum Disclosure
- Minimum Delay**
- **Develop communication plan,
sample questions & answers**
- **Consider public interest**
- **Educate reporters, special
interests**



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ADVANCE PLANNING - Continued

- **Prepare 5 best questions**
- **Prepare 5 worst questions**
- **Do it NOW and keep updated**
- **Watch television interviews critically**



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READING MATERIAL

- **Media card**
- **USACE Public Affairs Resource Page:**
 - <http://www.hq.usace.army.mil/cepa/paresources/paresource.htm>
- **Communicators Guide:**
 - <http://www.fcn.gov>